

Crossrail Sponsor Board Meeting No. 121B



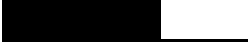

Thursday 30th July 2020, 10:00-11:30

Microsoft Teams

Sponsor Board Members

Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Alex Luke**	DfT, Crossrail Project Director
Julian Ware**	TfL, Head of Corporate Finance
Alison Munro	Independent Member

In attendance

Kenny Laird	Technical Advisor to Sponsors
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST
	JST, Secretariat
	JST
	Project Representative
	HM Treasury
Jim Crawford	CRL, Chief Programme Officer
Howard Smith	CRL, Chief Operations Officer
Angela Williams	CRL, Chief People Officer
David Stacey	CRL, Head of Finance
Hannah Quince	CRL, Chief of Staff

Apologies

Simon Kilonback*	TfL, Chief Finance Officer
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer
Polly Payne*	Chair, DfT, Director General of Rail
Shashi Verma*	TfL, Director of Strategy and Chief Technology Officer
Rachel McLean	CRL, Chief Finance Officer
Alexandra Batey	TfL, Director of Investment Delivery Planning
Nicola Cox	TfL, Head of Corporate Finance

(*Voting Members)

(**Alternate Voting Members)

1. Safety Moment

CRL stated that in Period 3 there were no significant incidents (RIDDOR), although two High Potential Incidents (HPIs) were being investigated. In Period 4, CRL stated there had been a significant incident where an operative fell through a ceiling hatch and cracked a knee cap. They have since stopped personnel access via this method and are currently carrying out an investigation to assess the circumstances and behaviours around the incident.

2. Minutes and Actions of Meeting 120b

The minutes and actions for meeting number 120b were discussed and agreed as final, subject to minor amendments.

A progress update was provided on the open actions arising from previous Sponsor Board meetings, as summarised in the Part B action tracker.

3. Analysis of current performance trends and issues

Schedule

Sponsors asked CRL for an update on Period 3 milestones that have been achieved against planned, particularly the remaining 3 Shafts & Portals (S&Ps). CRL stated that Staged Completion for Familiarisation (SCF) had been achieved at Plumstead on 14 July and at Eleanor Street on 24 July. Stepney Green portal is targeting SCF on 17 August. Sponsors enquired about progress with implementation of the T+8 process and CRL stated that Fisher Street portal had achieved full handover. However, CRL noted that the T+8 dates may exceed the timeframe originally planned, depending on the time it takes to design and implement any faults identified. CRL stated that the progress with completing the activities post-SCF up to full handover would be monitored by the Trial Running Mobilisation Board (TRMB). The use of 'virtual handovers' was no longer being applied. Sponsors asked that CRL provide an update on S&Ps progress with implementation of the T plus process, up to full handover and demobilisation of contractors (**Action 121a/01**).

Sponsors asked CRL for an update on the CRL delivery strategy for remaining works at Bond Street and an indication of when they will be presented with options for decision making. CRL stated that Engie had been appointed to undertake care and custody and security arrangements. CRL is in the process of migrating 28 novated contractors from CSJV and completing SC1 works. The SC1 date for Bond Street has moved from July to September 2020, but this would not impact on Trial Running. CRL stated that the priority is on achieving SC1 and SC2, after which they would develop and present to Sponsors, the Bond Street delivery options, including any trade-offs which may be available on delivery of SC3 (**Action 121a/02**).

CRL and TfL provided an update on the Alternative Delivery Model (ADM) and Residual Works Team (RWT) implementation, including details of current scope allocation and process for governing changes. It was proposed that care and custody arrangements will be required for stations. CRL explained that the priority has been on routeway and S&Ps recovery planning and they would now focus on reviewing how to deploy the ADM in the recovery plan. For the RWT (TfL) programme, work is now underway to map identified works into packages before engaging with the supply chain. Sponsors noted the update, stressing the need for CRL to have definitive list of EOWs by station and agreed that CRL (Commercial Director) should provide an update on the model for care and custody arrangements and any interface this may have with the approach to Alternative Delivery Model / Residual Works Team (**Action 121a/03**).

Sponsors challenged CRL to provide an update on the Romford Control Centre (RCC), given the safety critical functions which need to be integrated across stations. CRL explained that a deep dive had been undertaken on alarm flooding and work is progressing on the human factors elements which are tracked by the TRMB. In terms of integration, CRL explained that they will consider concurrency and sequencing of stations and develop the integration strategy for the RCC. Work remains in progress and this is a key area of focus of CRL and RFL. Sponsors noted the update and asked that given the importance of the RCC, periodic updates on RCC commissioning strategy should be provided by CRL (**Action 121a/04**).

Costs

Sponsors challenged CRL to explain their forward-looking cost trends and asked when an updated cost estimate, aligned with the scope and schedule would be provided. CRL

explained that the DCS is being revised to incorporate the stations plan and a top down estimate of costs had been developed but uncertainties in the supply chain, Bond Street and potential opportunities remain, so the cost forecast is unsubstantiated and [REDACTED]. The project forecasts are being reviewed based on [REDACTED], indirect costs and options on Bond Street. CRL stated the forecast AFDCDC will be provided to the CRL Board in August, but Tier 1 alignment would not yet be available in August, although there will be targeted overlays that would be substantiated. Sponsors noted the update and asked CRL to set up a meeting with Sponsors to discuss the basis and assumptions (including opportunities and risks) used to develop the AFDCDC forecasts **(Action 121a/05)**. Sponsors also asked CRL to provide the analysis requested of the potential impact on sponsor requirements and trade-offs considered to deliver Crossrail within (1) additional funding of £400-650m (2) enter operation of Elizabeth Line as soon as possible **(Action 121a/06)**.

4. Update on DCS 1.1 and CRL assurance

DCS Planning / Costs

Sponsors asked CRL to update them on progress with the DCS planning. CRL stated work continues on the DCS to incorporate the stations recovery plan and the Quantitative Schedule Risk Analysis (QSRA). CRL highlighted they had changed the base logic and extended the blockade by 1 week and included a sweep up fire break in January 2021. They have also included 4 weeks on the critical path for assurance activities, to smooth the plan and manage concurrency. Sponsors challenged CRL on work outstanding on the DCS and CRL stated they plan to conclude the station planning, embed a robust RCC commissioning strategy, confirm robustness of SC3 dates, identify [REDACTED] and assess the cost impacts. CRL highlighted that at the August CRL Board they will propose the DCS for acceptance and establish a new baseline. Sponsors asked CRL to clarify the level of buy-in to DCS 1.1 from the supply chain. CRL explained that they expect supply chain buy-in to be available in September. Sponsors asked that CRL provide the cost forecast aligned with DCS 1.1 and agreed with Tier 1 supply chain to the September Sponsor Board **(Action 121a/07)**.

CRL Assurance & Recovery Planning

Sponsors challenged CRL to explain how they plan to address the “root causes” of poor productivity and other points highlighted in Period Assurance Report (PAR) related to the maturity of DCS 1.1. CRL stated that they had considered the findings and had addressed the findings in the recovery plan. CRL recognised the need to provide demonstrable improvement and compliance as they move forward and will provide a response to the PAR report on root cause analysis, to show they have addressed the issues through the organisational structure and execution strategy **(Action 121a/08)**.

5. Construction Blockade

Sponsors asked CRL for an update on their readiness for the construction blockade and how they plan to monitor and report on progress in the coming weeks. CRL explained they had carried out a number of T minus reviews and a baseline plan has been established for the scope of work to be completed during the blockade. The plan is to complete 5 weeks of work in a 6-week window. The work is fully staffed for the 6-week duration and the command center located at Westferry is staffed 24/7 with remote observations taking place at RCC. CRL also confirmed that resilience planning for COVID has also been carried out and key

people have been backed up and plans for testing, track and trace, staggered shifts and dedicated buses have been established. In addition, CRL had introduced a change control process. Sponsors noted the update and agreed CRL should provide an interim progress update on the construction blockade at the August Sponsor Board (**Action 121a/09**).

6. Staged Opening Readiness & Great Western - Automatic Route Setting (ARS) Works

Staged Opening

CRL provided an update on Stage 2b, highlighting performance improvements with PPM up to 98%, and the service back to pre-COVID levels. CRL stated they ran the first Full Length Units (FLU) service to Heathrow and, subject to performance and reliability, plan to achieve 4tph to Heathrow by end of August and services to Reading thereafter.

On Stage 4a, CRL stated that discussions were in progress on the extent to which the timetable change required to move to 12 tph with FLU on Great Eastern could be achieved, given the prerequisites to enable the change. This includes MTR completing platform work at Liverpool street, software on the fleet, central tunnel in ROGS and completion of staged reviews with MTR and System Operator in November 2020 and February 2021. This will determine if the timetable change can proceed. Progress is being monitored through the ONW Steering Group dedicated to Stage 4a and a separate, dedicated Stage 4a steering group would be chaired by Richard Schofield. Sponsors noted the update on staged opening and asked for periodic updates to be included in forward look (**Action 121a/10**).

CRL also stated that the End to End Readiness Board meets and includes Route Managing Directors from NR, including representatives from RfL, CRL, LU and System operator. DfT Sponsors suggested NR (Chris Curtis) attend the Elizabeth Line End to End Readiness Board (**Action 121a/11**).

Great Western – ARS Works

CRL presented a paper seeking approval from Sponsors to use [REDACTED] of Sponsor Committed Funding to pay Network Rail for what CRL believes is delivery of certain Automatic Route Setting (ARS) works forming part of the On-Network Works. CRL highlighted that the CRL Executive Committee had approved the use of [REDACTED] of Sponsor Committed Funding and asked Sponsors to approve the same amount ([REDACTED]). Sponsors approved the CRL request (split between TfL and DfT) and asked CRL to revert to Sponsors if costs increase above [REDACTED] (**Action 121a/12**). To address clarifications raised by Sponsors Technical Adviser, DfT Sponsors agreed to set up a meeting with NR to provide further clarification on the technical requirement for the ARS works and the cost estimate (**Action 121a/13**).

7. AOB

Sponsors noted that CRL had been advised by the Joint Sponsor Team of the KPMG review scope and timescales.

Summary of actions:

No.	Action	Lead	Target and Update

121b/01	Provide update on S&Ps progress with implementation of the T plus process up to full handover and demobilisation of contractors	CRL	August 2020
121b/02	CRL to present Bond Street delivery options, including any trade-offs which may be available on delivery of SC3	CRL	September/ October 2020
121b/03	CRL (Commercial Director) to provide an update on model for care and custody and any interface this may have with the approach to Alternative Delivery Model / Residual Works Team	CRL	September 2020
121b/04	Include update on Romford Control Centre periodically on SB forward look	JST	August 2020
121b/05	CRL to Set up a meeting with Sponsors to discuss the basis & assumptions (including opportunities and risks) used to develop the AFDCD forecasts	CRL	August 2020
121b/06	CRL to provide the sponsors with requested analysis of potential impact on sponsor requirements and trade off to deliver Crossrail within (1) additional funding of 400/650 (2) enter operation of Elizabeth Line as soon as possible	CRL	August 2020
121b/07	Provide costs aligned with DCS 1.1 and agreed with Tier 1 supply chain	CRL	September 2020
121b/08	Provide update on response to PAR report on root cause analysis (PAR022).	CRL	August 2020
121b/09	Provide interim update on blockade	CRL	August 2020
121b/10	Include staged opening update in forward look	JST	August 2020
121b/11	DfT to suggest to NR (Chris Curtis) his attendance at the Elizabeth Line End to End Readiness Board.	DfT Sponsors	August 2020
121b/12	CRL to revert to Sponsors if the split in costs b/w CRL/NR changes and CRL costs go above [REDACTED]	CRL	TBC
121b/13	Set up a meeting with CRL to clarify the technical requirement for the ARS works and the cost estimate	Sponsors	August 2020